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# INFORMATION SURVEY FOR THE AFFIRMATIVE ACTION PROGRAM

A report on the attitudes of employees toward  
equal opportunity and career development in the  
work place



Ontario



Ministry of Treasury  
Economics and  
Intergovernmental  
Affairs

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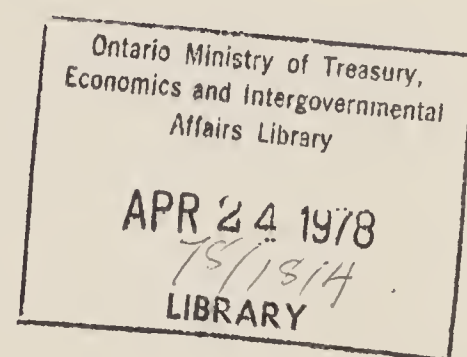
December 1976



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# INFORMATION SURVEY FOR THE AFFIRMATIVE ACTION PROGRAM

A report on the attitudes of employees toward  
equal opportunity and career development in the  
work place



Prepared by:

Office of Women's Coordinator and  
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Ministry of Treasury, Economics and Intergovernmental Affairs

December, 1976

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## I. INTRODUCTION

In developing specific plans to ensure equal opportunity for women in the work environment it is necessary to take into account the attitudes and relevant concerns of all employees, including managers, supervisors, professionals, technicians and support staff. In March 1976, the Ministry of Treasury, Economics and Intergovernmental Affairs undertook a study to identify issues and attitudes relating to the Ministry's Affirmative Action Program, particularly in the areas of equal opportunity and career development.

The survey (see Appendix) was specifically designed to take into account both the views of those who shape the policies and practices of the Ministry and those who work within the guidelines - written and unwritten - that affect the workplace.

The study was approved in principle by the Ministry Policy Committee and developed by the Women's Advisory Committee with assistance from Central Statistical Services, Management Services and the Personnel Administration Branches. Conducted by the Office of the Women's Coordinator, the survey results were tabulated and analyzed by Central Statistical Services. Conclusions and recommendations were prepared by the Women's Coordinator with assistance from Personnel and Central Statistical Services.

The survey was sent to all staff members - classified staff (299 females and 367 males) and full-time unclassified (67 females and 75 males). Of these 798 staff members surveyed, 400 responded, a response rate of 50%. Of the employees who responded, 214 were female or 59% of the total female ministry population and 186 were male or 43% of the total male ministry population.

All data presented give the situations and opinions of these 400 respondents, not those of all Ministry personnel. However, the sample is sufficiently large to draw conclusions applicable to the majority of the staff.

In the following pages, the highlights of the findings, some conclusions and recommendations are presented. Detailed data showing responses to each question are presented in the Charts and Tables section.







## II. STATISTICAL HIGHLIGHTS

### 1. Employee Profile

\* Of the four position categories used by the Ministry survey, manager, supervisor, professional/technical, support staff, the majority of the female employees fall into the support category (56%). The largest category among male employees is professional/technical (50%). For every one female in the manager classification there are four males. This profile corresponds to the Ministry occupational pattern with 59% of women in support jobs, the largest category of men in professional/technical (60%; 32% of women) and a four to one ratio of men to women managers.<sup>1</sup>

\* Twice as many women as men were employed as casual staff (22% to 12%).


\* Almost as many women as men had obtained university degrees (22% to 28%). A higher proportion of men had additional university degrees or professional training than women (35% to 13%).

\* Four times as many females as males with university education are working in support staff positions (24% and 6%).

\* Almost one-third of the women (28%) are sole income earners in the family.

\* The managers, professionals and supervisors had a median of 4.1 years of service in the O.P.S.; the support staff's was 3.2 years.

<sup>1</sup>Second Annual Report 1975-76. "Affirmative Action Program for Women Crown Employees". Ministry of Treasury, Economics and Intergovernmental Affairs, page 49.



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\* The median salary for males is \$18,243, for females \$10,254. For comparable education levels and length of service the female salary is also lower (except for high school graduates with less than 5 years' service where male and female media are the same). See also Chart 1, page 16.

<u>MEDIAN SALARY</u>	<u>5 years' or Less Service</u>		<u>More than 5 years' Service</u>	
	F	M	F	M
High School grad.	8000	8000	9750	13999
Some Post- sec. <sup>2</sup>	9250	11225	13500	15833
University degree	13333	16875	17500	24375

## 2. Promotion

\* 63% of staff (about half men and half women) have applied for promotion at least once.

\* Twice as many women as men had applied twice for a promotion; 46% of respondents who had applied were promoted once and 24% were promoted twice.

\* Men and women who had applied for promotion had the same success rate (approximately 71%). An equal proportion of men and women obtained promotions due to management initiative (43% to 41%).

<sup>2</sup>The area of "some post-secondary" includes employees with specialized training in systems, programming, accounting, etc. Previous research shows that these employees are mainly men.



### 3. Career Development

\* Few men or women (18% and 16%) were satisfied with their present position.

\* Twice as many women as men aspired to more supervisory responsibility (15% vs. 8%) and more women specified more supervisory than management responsibilities. (This would coincide with the majority being in support positions at present).

\* 40% of support staff (approximately 60 respondents) wanted to assume more supervisory and professional/technical responsibilities.

\* The managerial and support groups tended to be somewhat more satisfied with their present jobs compared to the supervisory and professional groups (both approximately 22% vs. 13%).

\* Men and women with post-secondary and higher education equally wanted more managerial and professional/technical responsibility while those with less than post-secondary showed a preference for taking on more supervisory responsibility.

\* All respondents felt that few openings was the greatest single hindrance to promotion. Twice as many women as men saw their supervisor's status as a hindrance to promotion. (Note: these were largely support staff, many of whose jobs are classified according to their supervisor's level). This played a larger role among those with less than post-secondary education (10% vs. 4%).

\* Women showed a much greater interest in counselling and courses (19% vs. 10%) as methods to achieve career aspirations.





\* For all respondents (all positions, both sexes), the most popular choice of ways to achieve their aspirations was "rotation to other duties within the Ministry". 28% of respondents cited this alternative. The managers and those with higher levels of education strongly favoured job rotation.

\* More women than men had been encouraged to seek courses (23% vs. 15%) as a means of advancement. Being given more responsibility was the most significant factor for the advancement of both men and women (29% to 27%) but a slightly higher proportion of men had been encouraged by their supervisor to seek a higher position (19% to 16%). A third of both the men and women felt they had not been encouraged at all. Most of these women were support staff.

\* 84% of the respondents - approximately half men and half women - had seen their job specifications; of those who had, 81% felt that the descriptions accurately reflected their job. 61% of employees had had a work evaluation in the past year. 90% indicated that they would like periodic evaluations.

#### 4. Training and Development

\* 84% of the respondents said that they had been informed of Civil Service Commission Courses - and 57% of the respondents had applied to take courses. Of those who applied to take courses, 38% said they had always been able to go. 21% said they had to withdraw because of workload, 18% said course was full.

\* The proportion of women (to men) attending courses is the same as the proportion of women in the Ministry.

\* 61% of those attending self development courses were women.





\* A larger proportion attending technical courses received financial assistance than did those attending secretarial-clerical (75% vs. 52%).

\* For management and technical courses, a large number received assistance. More men than women received financial assistance (approximately 80% vs. 70%). Of all employees attending courses, 66% received financial assistance.

#### 5. Sex Discrimination and Equal Opportunity

\* Twice as many men as women felt that all employee morale would increase if more women were to occupy managerial positions (23% vs. 12%). The majority of women felt no change in morale would occur and very few of either sex said there would be a decrease.

\* 66% of the women and 43% of the men felt that the publication of a policy of equal employment opportunities is needed. This need was expressed more strongly by support staff than managers (65% vs. 36%).

\* The majority of men and women felt that things should not be left to evolve naturally with regard to equal opportunities in their branch although almost twice as many men as women indicated that they should be left to evolve naturally (39% vs. 22%).

\* Only half the women but almost two-thirds the men felt that equal opportunities do exist in their branch. The same proportion indicated that sex discrimination seldom occurs in the ministry (49% and 63%).



\* Less than half the support staff, compared to the majority of managers felt that equal opportunities already existed in their branch (46% to 83%).

\* Support staff and supervisors held similar views regarding sex discrimination. Almost half of support staff and supervisors felt it occurs seldom and approximately 30% felt it occurs often. The majority of managers and professionals felt that discrimination by sex seldom occurs.

\* The majority of male staff and women managers and supervisors felt that discrimination in training opportunities does not exist. This view was not shared by 40% of support staff, 31% of supervisors and 26% of professional/technical staff.

\* The majority of all male staff, regardless of position, and the majority of female managers felt discrimination in hiring and promotion does not occur. However, of the remaining female staff, two-thirds thought there was discrimination in promotions.

\* The reasons most often cited for women not reaching higher levels of management were (in order of importance): lack of training, lack of career goals, lack of competitiveness and lack of aggressiveness.

\* The majority of staff (both sexes, all positions) agreed that women are constrained by lack of training. 70% of women managers and 41% of male managers felt the women lack competitiveness.

\* More than twice as many women as men agreed that women do not advance due to discrimination by their supervisor or significant superior (45% to 21%).



\* A majority of both male and female managers agreed that women lack career goals. The majority of female support staff disagreed with the statement. Women (84% or more) disagreed with the statement that women are unable to function in a stressful situation, as did a majority of male managers and professional/technical staff. However nearly half the male supervisors felt that women lack this ability.

\* The majority of the managers agreed that women lack aggressiveness, but two-thirds of the male supervisors and half of the female supervisors disagreed.

\* The majority of respondents regardless of sex or position disagreed with the statement that women do not advance because they lack dedication to the position or because of unwillingness to accept responsibility.

#### 6. Day Care<sup>3</sup>

\* 19% of female respondents had taken maternity leave at least once.

\* Over half the respondents (56%) felt that the present 17 week maternity leave was sufficient, most remaining respondents were in favour of a 6 week extension (31%).

<sup>3</sup> Readers may refer to a companion study "Child Care and The Working Parent", on the daycare arrangements of TEIA employees for additional information. Study was completed in December 1976 by the Office of the Women's Coordinator.





\* The most common daycare arrangement other than spouse at home was outside sitter, other relatives, followed by sitter at home and daycare centre.

\* Most respondents felt that men should be given leave when their wives are having children and most people specified a one week leave.

\* Of those employees who had a child care arrangement other than spouse at home, over 30% considered the arrangements less than satisfactory.

\* 47% of respondents thought the income tax deduction for child care should equal the full amount of the actual expense.

\* The most popular choice of the options to improve child care arrangements was private day care centres near the home (30%). Very close to this was a day care centre near work (27%).



### III. CONCLUSIONS

#### 1. Myths Dispelled

The survey results contradict some of the common myths about working women. For example, TEIA women are just as ambitious as men for promotions and are willing to seek and take on greater job responsibilities, including supervisory ones. The length of their work service is as long as men's and secretarial is almost as long as managerial and professional staff. Almost a third of the female staff are the sole income earners and are obviously working for their own and their families' livelihood, not for pin money. Women in the child-rearing years (25 to 35) are present in equal number to men. Women employees are as highly educated as men except at the post-graduate university level where there are fewer women.

On the other hand, certain ambiguities are revealed in the study. While both men and women, for example, are equally interested in career development, women are perceived - attitudinally and, to some extent, in fact - to have fewer opportunities for advancement. This is particularly the case for support staff women with less than post-secondary education and more than five years' service (see Chart 1). Also, while the majority supports taking affirmative action initiatives to rectify the situation and not leave it to evolve naturally, there is a large perceptual gap in determining what the barriers are and how to overcome them. This gap is most pronounced between managers and support staff.

#### 2. Career Development

Women, particularly support staff, showed considerable interest in taking on more supervisory responsibilities. Since not all would likely be capable of these jobs, nor would enough openings be available in the near future, it would be necessary to identify the jobs in this category, review existing succession plans, make assessments of these women's career potential, and provide career counselling. This might re-direct their interests elsewhere if they were unsuitable candidates, or lead to further training or on-the-job development.



Great emphasis was placed on job rotation as the best means to provide career development, particularly for those with post-secondary education. Ministry programs such as the bridge job, job enrichment and branch rotations, complement this sort of development but special and on-going initiatives might be undertaken to provide rotation within a division or program or between Ministries. Secondments for a fixed term would facilitate rotation.

Rug-ranking (or the designation of the employee's classification according to their supervisor's), appears to pose a barrier for support staff women. A review of the secretarial and related classification groups could establish criteria other than a supervisor's rank to determine classification.

A significant proportion of women in support jobs have university degrees. In addition, there appears to be a considerable salary gap between men and women with high school education and more than five years' service. A review of these groups would assist in determining whether there was under-utilization of their talents or under-classification for the job performed.

Women are receiving less financial assistance for job-related courses than men. In particular, encouragement to enroll in and assistance for professional and technical courses - accounting, systems, programming - are required to provide equal opportunities for women.

Fewer employees of either sex are reimbursed for secretarial and self-improvement courses than managerial and technical. Further investigation is required to determine whether this is due to the managers or the employees themselves seeing these courses as less important and therefore whether the former are not granting or the latter are not applying for assistance.

Career development workshops run by the Ministry account for the majority of the women attending courses. The high interest expressed in counselling and examining career goals indicates that these workshops should be offered periodically to give all staff the opportunity to attend.





Rating "few openings" as the biggest barrier to advancement supports the need to maintain open competitions for every vacancy possible. This is particularly essential given the large gap between managers and other staff on knowledge of employee career goals. Such a gap makes planned career progression by the employee and the manager an unlikely possibility at present.

Strong support for performance evaluation and career assessments was given. An overwhelming number of respondents wanted performance appraisals on a regular basis and two-thirds had had at least one evaluation.

### 3. Career Options

The great support for paternity leave for men when their wives are having children is in keeping with the recommendation on child-rearing leave made by the Executive Coordinator of Women's Programs in her First Annual Report to the Legislature.<sup>4</sup> The most popular recommendation is for a one-week leave of absence.

A large number of employees feel their daycare arrangements are unsatisfactory. They should be referred to the Daycare Counsellor in the Ministry of Government Services for assistance. Follow-up by the Counsellor to ensure arrangements are satisfactory is a continuing need.

### 4. Equal Opportunity and Discrimination

Respondents were definitely divided in their opinions on the existence and extent of sex discrimination in the Ministry. Women tended to believe that it exists, with the exception of women managers. Men tended not to believe it exists. However, there was a much larger gap in perceptions between managers and other staff, regardless of sex, than there was between men and women per se.

<sup>4</sup> Report of the Executive Coordinator of Women's Programs on the Status of Women Crown Employees in Ontario, 1974-75, pages 4-5.





The facts on the status of women employees compared to men tended to bear out the opinions of the women support and professional staff. This is particularly the case for older women (more than 5 years' service) and for those with high school and university degrees in that group.

Since a large proportion of all respondents agreed that things should not be left to evolve naturally with regard to equal opportunities, it can be concluded that special initiatives in the Affirmative Action Program should be continued.

According to survey results, these initiatives should include:

- (i) the publication of a policy of equal employment opportunities in the Ministry
- (ii) increased opportunities for professional and technical training for women
- (iii) fostering the development of specific career goals and to a lesser extent, competitive and aggressive qualities in pursuing those goals
- (iv) efforts to eliminate discriminatory practices by women's immediate supervisors or significant superiors especially in promotions and job training opportunities. (Hiring and firing were not viewed as significant problem areas with regard to discrimination.)

December 1976

Glenna Carr  
Women's Coordinator



CHARTS

and

GRAPHS



EXPLANATORY NOTE

The data shown in the following charts and tables represent the situations and opinions of the 400 survey respondents -- 214 of whom were female, 186 male.

Questions 34 to 45 on family income, day care and maternity leave were answered by 213 respondents only.

The number in the lower left corner of the tables indicates the question from which the data were derived. The complete questionnaire is included in the appendix.

In questions 13 and 14 respondents were asked to choose the three most significant factors affecting their career development. The data presented were derived from the first choices only.

Users of Charts 2 to 5 are cautioned that only two variables are isolated; hence they could be wrongly interpreted due to absence of other variables. In Chart 1 although three variables are shown there is still the limitation that experience outside the Ontario Public Service was not included.

Information regarding the availability of cross classification other than those presented here can be obtained from Central Statistical Services (965-4575).





CHARTS

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3	Median Salary by Age and Sex	18
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5	Median Salary by Education and Sex	20



CHART 1 - MEDIAN SALARY BY LENGTH OF SERVICE, EDUCATION LEVEL AND SEX

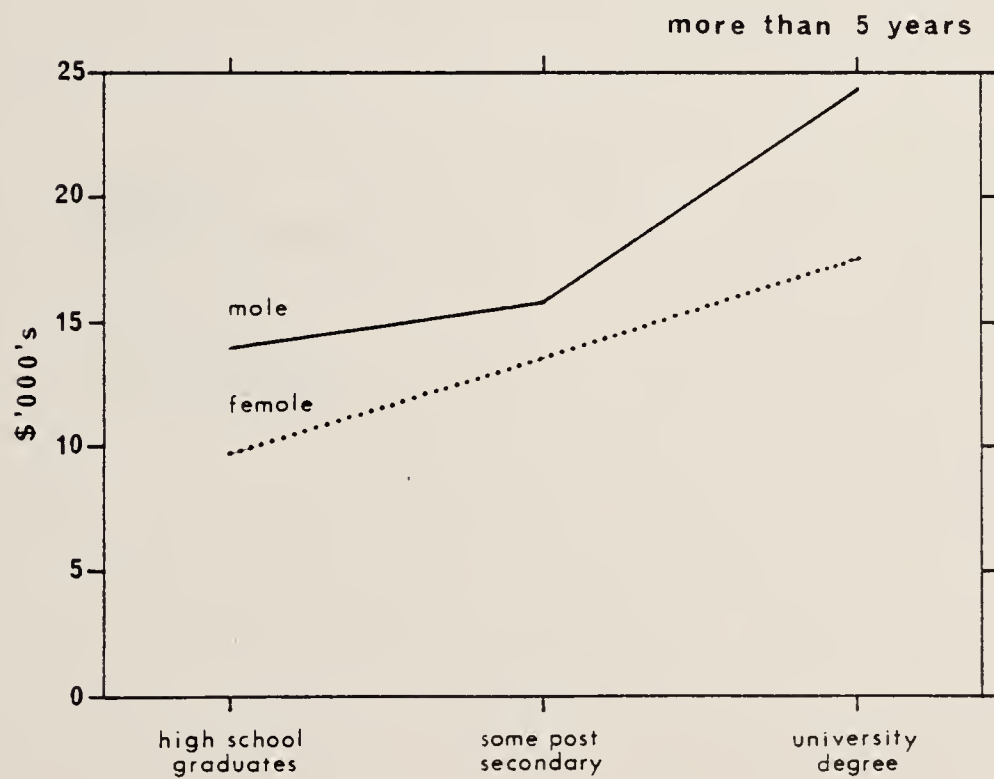
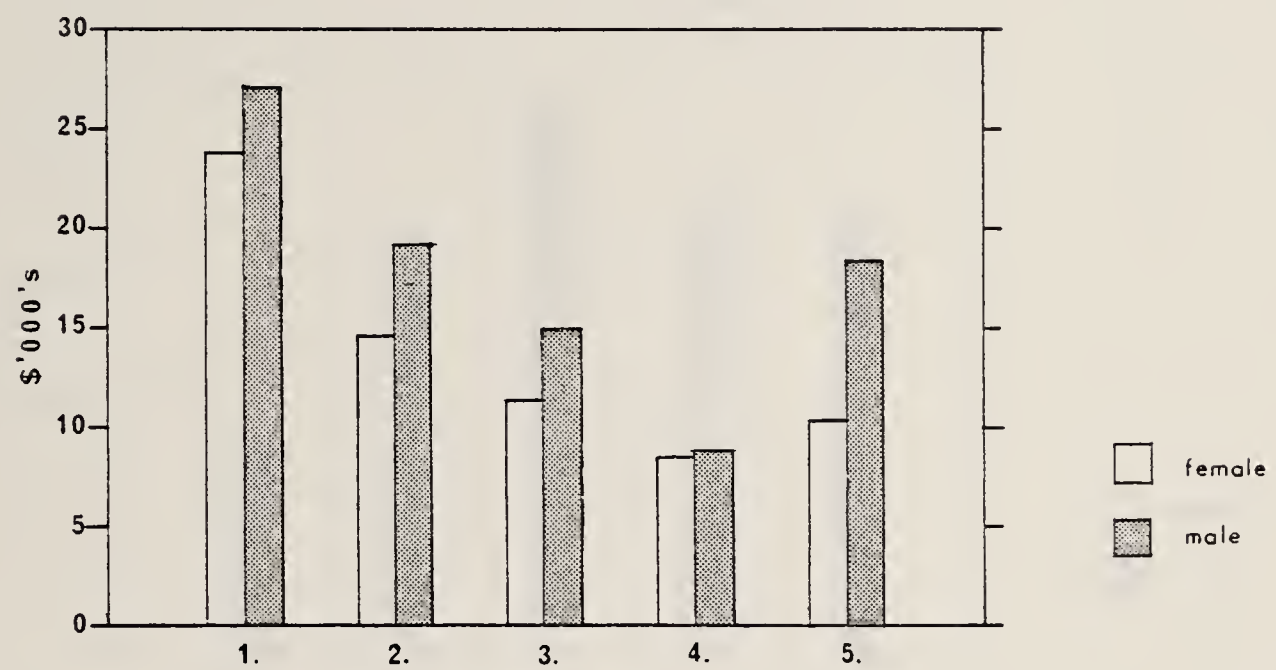




CHART 2 - MEDIAN SALARY BY PRESENT POSITION AND SEX



- 1. Managers
- 2. Professional/Technical
- 3. Supervisor
- 4. Support Staff
- 5. ALL CATEGORIES





CHART 3 - MEDIAN SALARY BY AGE AND SEX

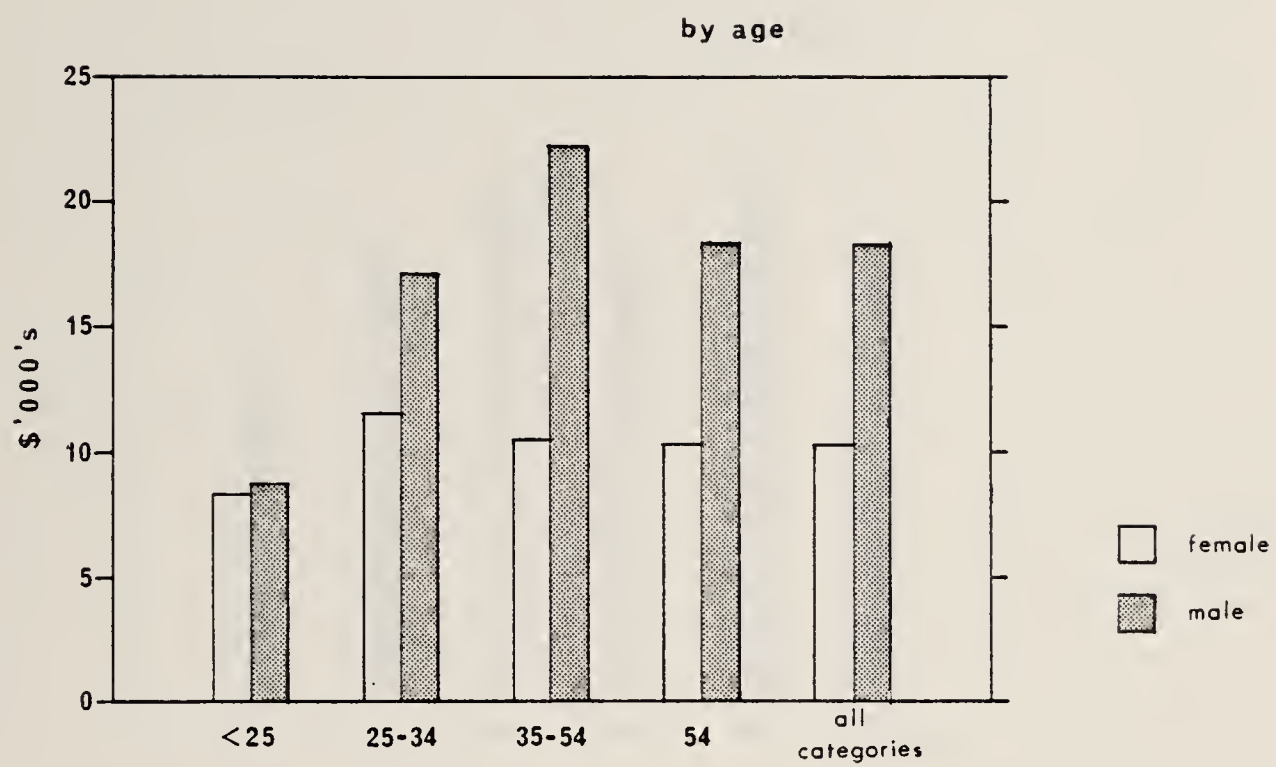




CHART 4 - MEDIAN SALARY BY YEARS OF SERVICE AND SEX

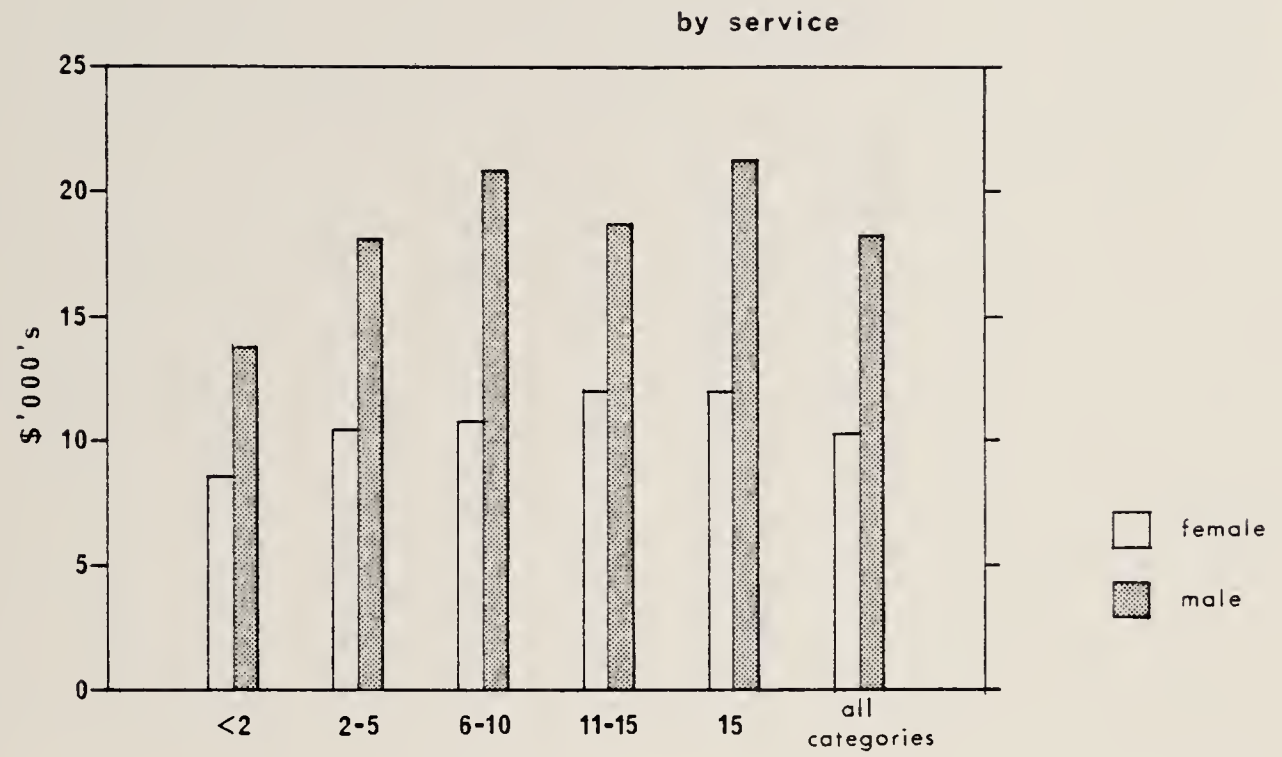
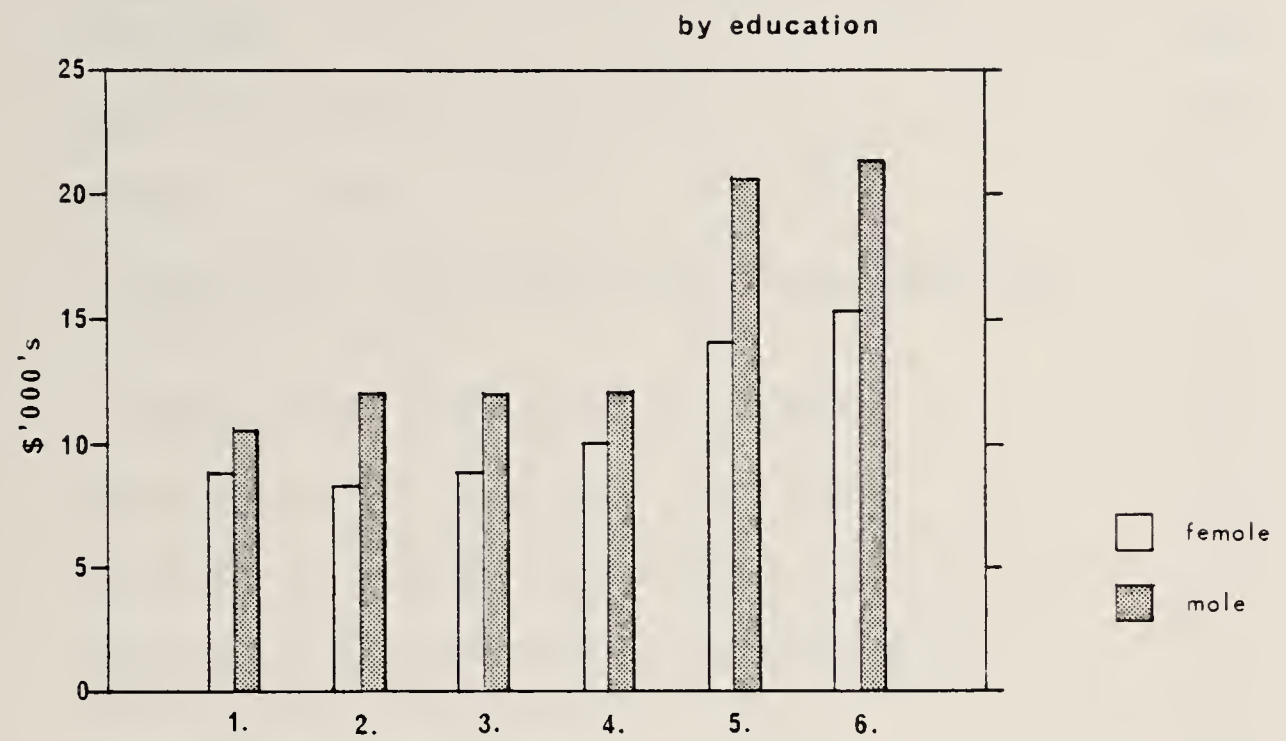




CHART 5 - MEDIAN SALARY BY EDUCATION AND SEX



1. Elementary and  
Some High School
2. High School Graduates
3. Special Training
4. Some Post Secondary
5. University Degree
6. Other Professional Degree



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TABLE 1 - AGE BY SEX

<u>AGE</u>	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		%	
UNDER 25	21	7	15
25 - 34	44	50	47
35 - 54	28	35	31
OVER 54	7	8	7
MEDIAN AGE	32	34	33



TABLE 2 - PRESENT EMPLOYMENT STATUS BY SEX

<u>PRESENT EMPLOYMENT</u>	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		%	
REGULAR	73	84	78
PROBATIONARY	5	4	4
CASUAL	22	12	18





TABLE 3 - PRESENT POSITION BY SEX

<u>PRESENT POSITION</u>	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		%	
MANAGER	4	21	12
SUPPORT STAFF	56	20	39
PROFESSIONAL-TECHNICAL	31	50	40
SUPERVISOR	9	9	9



TABLE 4 - PRESENT POSITION BY EDUCATION LEVEL ACHIEVED

	<u>HIGH</u> <u>SCHOOL</u>	<u>SPECIAL</u> <u>TRAIN-</u> <u>ING</u>	<u>POST</u> <u>SECON-</u> <u>DARY</u>	<u>UNIV-</u> <u>ERSITY</u> <u>DEGREE</u>	<u>OTHER</u>
			97		
MANAGER	4	5	8	19	18
SUPPORT STAFF	76	76	51	16	8
PROFESSIONAL/TECHNICAL	10	2	32	58	62
SUPERVISOR	10	17	9	7	6
TOTAL NUMBER	77	41	78	95	82



TABLE 5 - LENGTH OF SERVICE BY SEX

<u>LENGTH OF SERVICE</u>	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		7	
UNDER 2 YEARS	31	28	30
2 - 5 YEARS	37	33	35
6 - 10 YEARS	21	28	24
11 - 15 YEARS	8	6	7
OVER 15 YEARS	3	5	4
MEDIAN	4 YEARS	5 YEARS	4 YEARS





TABLE 6 - SALARY BY SEX

<u>SALARY</u>	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		%	
UNDER \$5,000	2	1	2
\$5,000 - \$6,999	6	1	4
\$7,000 - \$8,999	31	9	21
\$9,000 - \$11,999	26	8	18
\$12,000 - \$14,999	15	18	16
\$15,000 - \$19,999	11	20	15
\$20,000 - \$24,999	5	25	14
\$25,000 - \$29,999	3	11	6
OVER \$30,000	1	7	4
MEDIAN	\$10,254	\$18,243	\$13,125



TABLE 7 - PROMOTIONS - SUCCESS RATE, WHEN AND HOW  
OBTAINED, BY SEX

	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
<u>SUCCESS RATE</u>			
NO. WHO APPLIED FOR PROMOTIONS	131	117	248
NO. SUCCESSFUL	94	83	177
SUCCESS RATE	72%	71%	71%
<u>DATE OF LAST PROMOTION</u>			
		<u>%</u>	
1974 - 1975	59	59	59
1971 - 1973	14	15	14
1968 - 1970	3	5	4
1967 OR EARLIER	1	1	1
NEVER	23	20	22
<u>HOW IT WAS OBTAINED</u>			
ON OWN INITIATIVE	41	42	42
ON MANAGEMENT INITIATIVE	41	43	42
NEVER	18	15	16
<u>EMPHASIS TO BE PLACED ON EXPERIENCE VS. EDUCATION</u>			
MORE	57	54	55
LESS	3	2	3
EQUAL	40	44	42



TABLE 8 - PRESENT WORK ASPIRATIONS, BY SEX

	FEMALE	MALE	TOTAL
		7	
SATISFIED	16	18	17
MORE MANAGERIAL RESPONSIBILITY	13	27	20
MORE SUPERVISORY RESPONSIBILITY	15	8	12
MORE PROFESSIONAL/TECHNICAL RESPONSIBILITY	26	22	24
MORE RESPONSIBILITY NOT SPECIFIED ABOVE	14	11	13
OTHER	16	14	14





TABLE 9 - HINDRANCES TO PROMOTION, BY SEX

	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		%	
SATISFIED	16	19	17
FEW OBSTACLES	17	15	16
FEW OPENINGS	25	34	29
SUPERVISOR'S STATUS	8	4	6
LACK OF EXPERIENCE	8	8	8
OTHER	26	20	24



TABLE 10 - METHODS TO ACHIEVE ASPIRATIONS, BY SEX

	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		7	
NO CHANGE	12	19	15
CAREER COUNSELLING	19	10	14
ROTATION	26	30	28
TECHNICAL COURSES	14	9	12
OTHER	29	32	31



TABLE 11 - SIGNIFICANT WAYS EMPLOYEES HAVE BEEN ENCOURAGED TO  
ADVANCE, BY SEX

	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		7	
SEEK HIGHER POSITION	16	19	17
TAKE JOB COURSES	16	19	13
TAKE STAFF COURSES	7	5	6
MORE RESPONSIBILITY	27	29	28
NOT ENCOURAGED	32	35	34
OTHER	2	2	2



TABLE 12 - PERFORMANCE ASSESSMENT BY SEX

	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		%	
HAVE SEEN JOB SPECIFICATION	81	88	84
ARE PERFORMING DUTIES OUTLINED IN SPECIFICATION <sup>1</sup>	85	77	81
HAVE HAD WORK PERFORMANCE DISCUSSED	61	63	61
WOULD LIKE PERIODIC EVALUATIONS	90	90	90

I. PERCENT INDICATES PROPORTION OF THOSE WHO HAVE SEEN SPECIFICATION WHO FEEL THEY ARE PERFORMING DUTIES OUTLINED THEREIN.





TABLE 13 - EDUCATION BY SEX

<u>EDUCATION</u>	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		%	
ELEMENTARY SCHOOL	0	0	0
ELEMENTARY + SOME HIGH SCHOOL	7	5	6
HIGH SCHOOL GRADUATE	22	6	14
SPECIAL TRAINING (E.G. TYPING)	18	3	11
POST-SECONDARY	18	23	21
UNIVERSITY DEGREE	22	28	25
POST GRADUATE + PROFESSIONAL TRAINING	13	35	23



TABLE 14 - EMPLOYEES' SKILLS WHICH AREN'T UTILIZED, BY SEX

	<u>FEMALE</u>	<u>MALE</u>
	<u>%</u>	
HAVE SKILLS WHICH AREN'T UTILIZED	43	45
DO NOT HAVE SKILLS WHICH AREN'T UTILIZED	57	55



TABLE 15 - ACCESS TO COURSES BY SEX

	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		%	
HAVE BEEN INFORMED OF COURSES	82	87	84
HAVE APPLIED FOR COURSES	51	63	57

Q 22, 23



TABLE 16 - REASONS GIVEN FOR NOT TAKING COURSES APPLIED FOR,  
BY SEX

	<u>FEMALE</u>	<u>MALE</u>
		<sup>97</sup> / <sub>75</sub>
TOO BUSY	11	17
NO BUDGET	8	6
TOO INEXPERIENCED	0	1
UNRELATED TO JOB	1	2
COURSE FULL	8	15
NO REASON	3	7
NO OPPORTUNITY	3	2
ALWAYS GO	27	22
NEVER APPLIED	39	28

Q 24





TABLE 17 - COURSES TAKEN BY STAFF, BY SEX

<u>TYPE OF COURSE</u>	<u>GOVERNMENT</u> <u>COURSES</u>		<u>OUTSIDE</u> <u>COURSES</u>	
	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>
SECRETARIAL-CLERICAL	24	1	17	5
MANAGERIAL	27	51	20	27
TECHNICAL	18	29	39	46
SELF-DEVELOPMENT	31	19	24	22
TOTAL NUMBER	115	114	144	143

% OF THOSE TAKING OUTSIDE JOB-RELATED  
COURSES RECEIVING FINANCIAL ASSISTANCE

	<u>F</u>	<u>M</u>
SECRETARIAL-CLERICAL	52	43
MANAGERIAL	72	82
TECHNICAL	71	80
SELF-DEVELOPMENT	44	44
ALL TYPES	62	71



TABLE 18 - OPINIONS REGARDING WOMEN MANAGERS, BY SEX

<u>MORE WOMEN OCCUPYING MANAGERIAL POSITIONS WOULD RESULT IN:</u>	<u>FEMALE</u>	<u>MALE</u>
	%	
INCREASE IN ALL EMPLOYEE MORALE	12	23
DECREASE IN ALL EMPLOYEE MORALE	7	6
NO CHANGE IN EMPLOYEE MORALE	52	38
INCREASE IN FEMALE EMPLOYEE MORALE	24	27
DECREASE IN MALE EMPLOYEE MORALE	5	6



TABLE 19 - OPINIONS REGARDING STEPS NEEDED TO ENSURE EQUAL OPPORTUNITIES, BY SEX

	<u>YES</u>		<u>NO</u>		<u>DON'T KNOW</u>	
	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>
	<u>%</u>					
PUBLICATION OF POLICY OF EQUAL EMPLOYMENT OPPORTUNITIES IS NEEDED	66	43	18	44	16	13
THINGS SHOULD BE LEFT TO EVOLVE NATURALLY	22	39	70	51	8	10
PROBLEM ISSUES SHOULD BE IDENTIFIED AND ACTED UPON	94	88	1	6	5	6
INFORMATION REGARDING EQUAL OPPORTUNITY SHOULD BE WIDELY DISTRIBUTED	89	76	6	16	5	8
EQUAL OPPORTUNITIES ALREADY EXIST IN OUR BRANCH	51	63	31	14	18	23



TABLE 20 - OPINIONS REGARDING DISCRIMINATION BY SEX IN THE  
MINISTRY, BY SEX

	<u>FEMALE</u>	<u>MALE</u>
	07	10
<u>DISCRIMINATION IN MINISTRY OCCURS:</u>		
NEVER	13	20
SELDOM	49	63
OFTEN	32	16
ALWAYS	6	1
<u>DISCRIMINATION OCCURS IN:</u>		
<u>HIRING PRACTICES</u>		
AGREE	37	14
DISAGREE	36	61
UNDECIDED	27	25
<u>PROMOTIONS</u>		
AGREE	53	20
DISAGREE	27	57
UNDECIDED	20	23
<u>FIRING</u>		
AGREE	8	5
DISAGREE	52	68
UNDECIDED	40	27
<u>TRAINING OPPORTUNITIES</u>		
AGREE	33	8
DISAGREE	40	67
UNDECIDED	27	25





TABLE 21 - OPINIONS REGARDING FAILURE OF WOMEN TO REACH  
HIGHER LEVELS OF MANAGEMENT, BY SEX

	<u>AGREE</u>		<u>DISAGREE</u>		<u>UNDECIDED</u>	
	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>
				<sup>97</sup> %		
<u>WOMEN DO NOT REACH THE HIGHEST LEVELS OF MANAGEMENT DUE TO:</u>						
LACK OF PROFESSIONAL TRAINING	52	53	38	35	10	12
LACK OF COMPETITIVENESS	41	35	46	45	13	20
LACK OF AGGRESSIVENESS	43	34	44	47	13	19
LACK OF ABILITY TO FUNCTION IN A STRESSFUL SITUATION	7	26	84	55	9	19
LACK OF CAREER GOALS	41	44	44	36	15	20
DISCRIMINATION WITHIN THE GOVERNMENT	41	15	36	50	23	26
DISCRIMINATION BY IMMEDIATE SUPERVISOR OR SIGNIFICANT SUPERIOR	45	21	33	53	22	26
UNWILLINGNESS TO ACCEPT LONG HOURS	21	22	67	55	12	23
LACK OF DEDICATION TO THE POSITION	11	21	79	61	10	18
UNWILLINGNESS TO ACCEPT RESPONSIBILITY	9	20	82	61	9	19



TABLE 22 - FAMILY INCOME BY SEX

<u>FAMILY INCOME</u>	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		%	
UNDER \$5,000	0	1	0
\$5,000 - \$7,499	3	0	1
\$7,500 - \$9,999	15	2	9
\$10,000 - \$12,499	6	5	5
\$12,500 - \$14,999	6	5	5
\$15,000 - \$19,999	17	21	20
OVER \$20,000	53	66	60
<u>MEDIAN</u>	<u>\$20,000+</u>	<u>\$20,000+</u>	<u>\$20,000+</u>



TABLE 23 - MAKE UP OF FAMILY INCOME, BY SEX

<u>INCOME EARNERS</u>	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
		%	
RESPONDENT ONLY	28	53	40
RESPONDENT PLUS SPOUSE FULLTIME	64	30	47
RESPONDENT PLUS SPOUSE PARTTIME	8	17	13

Q 35



TABLE 24 - NUMBER OF CHILDREN BY AGE GROUP

	<u>Z</u>
<u>UNDER 2 YEARS OLD</u>	
ONE	19
TWO OR MORE	4
NONE	77
<u>2 - 5 YEARS OLD</u>	
ONE	24
TWO OR MORE	4
NONE	72
<u>6 - 9 YEARS OLD</u>	
ONE	16
TWO OR MORE	7
NONE	77

Q 37





TABLE 25 - MATERNITY LEAVE

	<u>F</u>	<u>M</u>	<u>I</u>
<u>MATERNITY LEAVE TAKEN<sup>1</sup></u>		%	
ONCE	16	11	13
MORE THAN ONCE	3	4	3
NEVER	59	61	61
NOT APPLICABLE	22	24	23

OPINIONS REGARDING CURRENT 17 WEEK LEAVE

YES, TIME ALLOWED IS SUFFICIENT	56
NO, THERE SHOULD BE A 2 WEEK EXTENSION	4
NO, THERE SHOULD BE A 4 WEEK EXTENSION	9
NO, THERE SHOULD BE A 6 WEEK EXTENSION	31

OPINIONS REGARDING HOW MUCH TIME OFF MEN SHOULD  
BE GIVEN WHEN THEIR WIVES ARE HAVING CHILDREN

NO TIME	9
2 - 3 DAYS	25
1 WEEK	39
2 WEEKS OR MORE	27

I. LEAVE TAKEN BY A FEMALE RESPONDENT OR THE SPOUSE OF A MALE RESPONDENT.

Q 36, 38, 39



TABLE 26 - PRESENT FORM OF DAY CARE USED BY MINISTRY EMPLOYEES

	<u>%</u>
NOT APPLICABLE	54
SPOUSE AT HOME	19
OTHER RELATIVE	6
BABYSITTER IN OWN HOME	4
BABYSITTER OUTSIDE OWN HOME	8
PRIVATE DAY CARE CENTRE	5
PUBLIC DAY CARE CENTRE	1
CO-OPERATIVE DAY CARE CENTRE	1
OTHER	2
-----	
% OF EMPLOYEES USING DAY CARE (OTHER THAN SPOUSE AT HOME) WHO DESCRIBED CARE AS UNSATISFACTORY	31

Q 40, 41



TABLE 27 - PRESENT WEEKLY COST OF DAY CARE PER CHILD

	<u>%</u>
NOT APPLICABLE	68
NO FEE	5
LESS THAN \$20	5
\$20 - \$29	10
\$30 - \$39	8
\$40 AND OVER	4



TABLE 28 - FINANCIAL BURDEN OF DAY CARE COSTS

	<u>%</u>
<u>PRESENT COST OF DAY CARE IS</u>	
FAIR	20
A HARDSHIP	7
AM WILLING TO PAY MORE FOR BETTER FACILITIES	-
NOT APPLICABLE	73

Q 43





TABLE 29 - OPINIONS REGARDING REALISTIC CHILD CARE EXPENSE  
CLAIM FOR INCOME TAX PURPOSES

	%
\$500 WITH RECEIPTS REQUIRED	17
\$500 - NO RECEIPT REQUIRED	23
FULL ACTUAL EXPENSE (WITH RECEIPTS)	47
OTHER	13

Q 44



TABLE 30 - OPINIONS REGARDING ARRANGEMENTS WHICH WOULD  
IMPROVE CHILD CARE FOR CIVIL SERVANTS

	%
DAY CARE CENTRE NEAR PLACE OF WORK	27
PRIVATE DAY CARE CENTRE IN YOUR NEIGHBOURHOOD	30
PUBLICLY SUPPORTED DAY CARE CENTRE IN YOUR NEIGHBOURHOOD	20
DAY CARE CENTRES SET UP IN EXISTING SCHOOL FACILITIES	17
UNION ORGANIZED DAY CARE CENTRES	9
NO CHANGE IN CURRENT ARRANGEMENTS	6



## APPENDIX





e of the  
uty Minister

Ministry of Treasury  
Economics and  
Intergovernmental  
Affairs

416/965-4797

Frost Building  
Queen's Park  
Toronto Ontario

March 19, 1976

MEMORANDUM TO: All Staff Members  
SUBJECT: Information Questionnaire

The attached questionnaire has been prepared by the Women's Advisory Committee as part of the Ministry's Affirmative Action Program to achieve equal opportunities for all employees.

Each member of the staff is invited to share in planning the program for the next year by identifying issues which concern employees, by identifying barriers or rules which have prevented people from moving ahead according to their potential and by identifying attitudes toward matters such as staff development, job classification, and selection or promotion procedures. While our objective is to obtain specific information and suggestions with regard to equal opportunities — or the lack thereof — for women employees, all staff who have found unnecessary restrictions in their career development stand to benefit as changes are carried through.

The success of the program depends greatly on the extent to which all employees cooperate in pinpointing the problems and suggesting solutions. To provide an opportunity for answering the questionnaire, all program managers have been asked to give you reasonable time during regular working hours to complete the survey.

The questionnaires are anonymous and return answers will be kept confidential. Instructions for completing and returning the questionnaires are included on the survey form. If you have any questions, contact Glenna Carr, Women's Coordinator (5-1979).

Questionnaire results will be tabulated and analyzed and reported back to all members of the Ministry.

I urge your cooperation in completing this questionnaire and returning it as soon as possible.

A. Rendall Dick  
Deputy Minister







Ontario

MINISTRY OF TREASURY, ECONOMICS AND INTERGOVERNMENTAL AFFAIRS

AFFIRMATIVE ACTION PROGRAM

INFORMATION QUESTIONNAIRE

March 1976

(Insert appropriate number in box unless otherwise instructed)

1. SEX:

- 1. Female
- 2. Male

☐  
5

2. AGE:

- 1. Under 25 years
- 2. 25 - 34 years
- 3. 35 - 54 years
- 4. 54 years and over

☐  
6

3. Status of present employment:

- 1. Regular
- 2. Probationary
- 3. Casual

☐  
7

4. What is your present position

- 1. Manager
- 2. Support Staff
- 3. Professional/Technical
- 4. Supervisor

☐  
8

5. How many years have you worked for the Ontario Public Service?

- 1. Under 2 years
- 2. 2 - 5 years
- 3. 6 - 10 years
- 4. 11 - 15 years
- 5. Over 15 years

☐  
9

6. What is your present salary

- |                        |                        |
|------------------------|------------------------|
| 1. Under \$5,000       | 6. \$15,000 - \$19,999 |
| 2. \$5,000 - \$6,999   | 7. \$20,000 - \$24,999 |
| 3. \$7,000 - \$8,999   | 8. \$25,000 - \$29,999 |
| 4. \$9,000 - \$11,999  | 9. \$30,000 and over   |
| 5. \$12,000 - \$14,999 |                        |

☐  
10

7. Have you ever applied for a promotion or reclassification within the Ontario Public Service?

- 1. Yes
  - 2. No
  - 3. Not applicable if on senior management list
- If 7 is 'No', proceed to question 9*

☐  
11

- 8. a. (If 7 is 'Yes') How many times?
- b. How many times successfully?

☐  
12  
☐  
13

9. When did you have your last promotion?

- 1. 1974-75
- 2. 1971-73
- 3. 1968-70
- 4. 1967 or earlier
- 5. I have never had a promotion

☐  
14

10. How did you obtain your last promotion or re-classification?

- 1. On your own initiative
- 2. On management initiative
- 3. Never

☐  
15



11. What emphasis, for purposes of promotion, should be given to relevant experience as opposed to formal education? ☐ 16
1. More.
  2. Less
  3. Equal
- 
12. What are your present work aspirations? ☐ 17
- Choose 1 only.*
1. I am satisfied with my present position
  2. I want to assume managerial responsibilities
  3. I want to assume more supervisory responsibilities
  4. I want to assume more professional/technical responsibilities
  5. I want to assume more responsibilities, but none of the above
  6. I want a similar level of responsibility but a different type of work
  7. I want a decrease in responsibilities
  8. Other (Please specify) \_\_\_\_\_
- 
13. *Indicate in order of importance the 3 most significant factors which you feel are hindering you in the achievement of your work aspirations. Place the number of the most important in the first box, the number of the second most important factor in the second box, etc.* ☐ 18
0. I am satisfied with my present position
  1. There are a few obstacles in my path to advancement ☐ 19
  2. There are not many openings at the level to which I aspire
  3. I have reached the highest classification available for my type of work
  4. My classification is based on the status of my superior
  5. My work experience seems to provide little opportunity for advancement
  6. My work experience seems to provide little opportunity for diversification ☐ 20
  7. I seem to have poor communication with my superiors and/or co-workers
  8. I would like to develop my potential, but I don't know how
  9. Other (Please specify) \_\_\_\_\_
- 
14. *Indicate in order of importance, the 3 most useful methods which you feel might assist you in attempting to fulfil your work aspirations. Place the number of the most important method in the first box, the number of the second most important in the second box, etc.* ☐ 21
0. No change needed
  1. Need personal career counselling
  2. Rotation to other duties within this Ministry ☐ 22
  3. Taking secretarial course(s)
  4. Taking clerical course(s)
  5. Taking managerial course(s)
  6. Taking technical (work-related) course(s) ☐ 23
  7. Taking self-improvement course(s)
  8. Payment of tuition fees for course(s) taken
  9. Other (Please specify) \_\_\_\_\_
- 
15. Which is the most significant way you have been encouraged to seek advancement? ☐ 24
1. Encouraged to apply to higher positions
  2. Encouraged to take job related courses
  3. Encouraged to take staff development courses
  4. Delegated additional work responsibilities
  5. Have not been encouraged to seek advancement
  6. Other (Please specify) \_\_\_\_\_
- 
16. Have you seen your present job specification? ☐ 25
1. Yes
  2. No, asked but never shown
  3. No, never asked
- 
17. Are you performing the duties as outlined in your job specification? ☐ 26
1. Yes
  2. No
  3. I have never seen my job specification
- 
18. Has your work performance ever been discussed with you? ☐ 27
1. Yes
  2. No
- 
19. Would you like a work performance evaluation periodically? ☐ 28
1. Yes
  2. No



20. EDUCATION: (Highest academic level completed)

1. Elementary

2. Elementary and some high school

3. High school graduation

4. Some high school/specialized training  
(e.g. business, technological)

5. Some post-secondary school (e.g. community college, university,  
teacher's training)

6. Post-secondary degree or diploma  
Please specify \_\_\_\_\_

7. Other (e.g. professional or post-graduate degree)  
Please specify \_\_\_\_\_

29

21. Do you have special skills that you are not using in your present job?

1. Yes

2. No

If yes, please specify \_\_\_\_\_

30

22. Have you been informed of courses offered by the Civil Service Commission?

1. Yes

2. No

31

23. Have you ever applied to take a course offered by the Ministry, your Branch or the Civil Service Commission?

1. Yes

2. No

32

24. If you have applied to take such a course and been unable to do so, please indicate the most important reason:

0. Workload too heavy

1. Budgetary funds unavailable

2. Insufficient work experience

3. Work responsibilities unrelated to course required

4. Course filled

5. Lacked educational qualifications

6. No reason given

7. Opportunity to take course not presented

8. Always able to take desired courses

9. Never applied to take courses

33

25. Indicate whether you have taken any of the following types of courses offered through the Civil Service Commission, the Ministry, your Division or Branch.

a) Secretarial-Clerical

1. Yes

2. No

If yes, specify name of 2 most recent courses:

\_\_\_\_\_

\_\_\_\_\_

34

b) Managerial

1. Yes

2. No

If yes, specify name of 2 most recent courses:

\_\_\_\_\_

\_\_\_\_\_

35

c) Technical/Work-related

1. Yes

2. No

If yes, specify name of 2 most recent courses:

\_\_\_\_\_

\_\_\_\_\_

36

d) Self-imorovement (e.g.) Public Speaking)

1. Yes

2. No

If yes, specify name of 2 most recent courses:

\_\_\_\_\_

\_\_\_\_\_

37





26. Please indicate whether you have taken any <u>work-related</u> courses offered through outside educational institutions or professional associations since you began working in the Civil Service. If you have taken courses, please indicate whether you received financial assistance from the Ministry.	
a. Secretarial-Clerical	<input type="checkbox"/>
1. Yes, with financial assistance given	38
2. Yes, no financial assistance given	
3. No	
b. Managerial	<input type="checkbox"/>
1. Yes, with financial assistance given	39
2. Yes, no financial assistance given	
3. No	
c. Technical/Work-related	<input type="checkbox"/>
1. Yes, with financial assistance given	40
2. Yes, no financial assistance given	
3. No	
d. Self-improvement	<input type="checkbox"/>
1. Yes, with financial assistance given	41
2. Yes, no financial assistance given	
3. No	
<hr/>	
27. If you were given the opportunity to take a course either through work or outside, would you be interested in taking a course in any of the following areas:	
a. Secretarial-Clerical	<input type="checkbox"/>
1. Yes	42
2. No	
b. Managerial	<input type="checkbox"/>
1. Yes	43
2. No	
c. Technical/Work-related	<input type="checkbox"/>
1. Yes	44
2. No	
d. Self-improvement	<input type="checkbox"/>
1. Yes	45
2. No	
<hr/>	
28. If more women occupy managerial positions in this Ministry, I think this will result in: <i>Choose 1 only</i>	
1. An increase in all employee morale	<input type="checkbox"/>
2. A decrease in all employee morale	46
3. No change in employee morale	
4. An increase in female employee morale only	
5. A decrease in male employee morale	
<hr/>	
29. What should be done to ensure equal employment opportunities in your branch: <i>Choose appropriate number for each question</i>	
a) The publication of a policy of equal employment opportunities is needed	<input type="checkbox"/>
1. Yes	47
2. No	
3. Don't know	
b) Things should be left to evolve naturally	<input type="checkbox"/>
1. Yes	48
2. No	
3. Don't know	
c) Problem issues should be identified and acted upon	<input type="checkbox"/>
1. Yes	49
2. No	
3. Don't know	
d) Information regarding equal opportunity should be widely distributed	<input type="checkbox"/>
1. Yes	50
2. No	
3. Don't know	
e) Equal opportunities already exist in our Branch	<input type="checkbox"/>
1. Yes	51
2. No	
3. Don't know	
<hr/>	
30. Do you feel discrimination by sex against women occurs in the Ministry?	
1. Never	<input type="checkbox"/>
2. Seldom	52
3. Often	
4. Always	
<hr/>	

Please record your first reactions to the following statements (Questions 31 and 32) using the following code and enter your answer in the box to the right of each statement.

1. Agree (enter 1 in box)
2. Disagree (enter 2 in box)
3. Undecided (enter 3 in box)





See instructions previous page

31. Discrimination by sex against women does occur in the Ministry

a) In hiring practices

☐

53

b) In promotions

☐

54

c) In firing

☐

55

d) In training opportunities

☐

56

See instructions previous page

32. Women do not reach the higher levels of management in the Ministry due to:

a) Lack of professional training

☐

57

b) Lack of competitiveness

☐

58

c) Lack of aggressiveness

☐

59

d) Lack of ability to function in a stressful situation

☐

60

e) Lack of career goals

☐

61

f) Discrimination within the government

☐

62

g) Discrimination by immediate supervisor or significant superior

☐

63

h) Unwillingness to accept long hours

☐

64

i) Lack of dedication to the position

☐

65

j) Unwillingness to accept responsibility

☐

66

33. Are there any other issues relating to equal opportunity of employees in this Ministry that should be considered?

Parents with children please answer questions 34 to 45 on the issue of day care. If you do not fall into this category, the following section is optional, although your opinions are equally welcomed.

34. Present total family income:

1. Under \$5,000

2. \$5,000 - \$7,499

3. \$7,500 - \$9,999

4. \$10,000 - \$12,499
5. \$12,500 - \$14,999

6. \$15,000 - \$19,999

7. \$20,000 and over

☐

67

35. Total family income consists of:

1. Respondent only
2. Respondent and spouse employed full-time
3. Respondent and spouse employed part-time

☐

68

36. Have either you (females) or your wife (males) ever taken any maternity leave while working?

1. Yes, once
2. Yes, more than once
3. No
4. Not applicable

☐

69



37. Number of children, by age group, partly or wholly supported by me and/or my spouse.

(Please fill each box.)

a) Under 2 years of age

1. one
2. two or more
3. none

☐

70

b) 2 - 5 years old

1. one
2. two or more
3. none

☐

71

c) 6 - 9 years old

1. one
2. two or more
3. none

☐

72

38. Present time allotment is 17 weeks for maternity leave. Is this sufficient?

1. Yes, time allowed is sufficient
2. No, there should be a 2 week extension
3. No, there should be a 4 week extension
4. No, there should be a 6 week extension

☐

73

39. How much time off should men be given when their wives are having children?

1. No time
2. 2 - 3 days
3. 1 week
4. 2 weeks or more

☐

74

40. How are your children currently cared for during the working day?

1. Not applicable
2. Spouse at home
3. Other relative
4. Babysitter in own home
5. Babysitter outside own home
6. Private Day Care Centre
7. Public Day Care Centre
8. Co-operative Day Care Centre
9. Other (Specify) \_\_\_\_\_

☐

75

41. Do you find this arrangement satisfactory?

1. Yes
2. No

☐

76

42. How much do you presently pay weekly for each child for child care?

1. Not applicable
2. No fee
3. Less than \$20
4. \$20 - \$29
5. \$30 - \$39
6. \$40 and over

☐

77

43. Does this amount seem:

1. A fair price
2. A hardship
3. Willing to pay more for better facilities
4. Not applicable in my case

☐

78

44. The allowable deduction for child care on the 1974 income tax return is \$500. What amount do you feel is realistic as a child care expense claim?

1. \$500 with receipts required as specified by the present income tax regulation
2. \$500 - no receipt required
3. Full actual expense (with receipts)
4. Other (Please specify) \_\_\_\_\_

☐

79

You may choose more than one answer. Please place the number of the most important answer in the first box, the number of the second most important answer in the second box and the third choice in the third box.

45. What kind of arrangements, in your opinion, would improve child care for civil servants?

1. Day care centre near place of work
2. Private day care centre in your neighbourhood
3. Publicly supported day care centre in your neighbourhood
4. Day care centres set up in existing school facilities
5. Union organized day care centres
6. No change in current arrangements

☐

80

☐

5

☐

6

**REFERENCE COPY**

THANK YOU FOR YOUR COOPERATION

*PLEASE FOLD, STAPLE, AND MAIL QUESTIONNAIRE TO*

*GLENN A CARR, WOMEN'S COORDINATOR  
MINISTRY OF TREASURY, ECONOMICS AND INTERGOVERNMENTAL AFFAIRS  
FROST BUILDING SOUTH, 5TH FLOOR*

1st Fold

2nd Fold

Attn: Glenn A Carr  
WOMEN'S COORDINATOR  
Ministry of Treasury, Economics  
and Intergovernmental Affairs  
Frost Bldg. South, 5th Floor  
Queen's Park, TORONTO

HD        Ontario. Ministry of Treasury,  
4903.5 Economics and Intergovernmental  
.C2        Affairs. Office of Women's  
.055        Coordinator.

Information survey for the  
affirmative action program.





